

# WISCONSIN WORKS (W-2) CONTRACT AND IMPLEMENTATION COMMITTEE

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Stone Harbor Convention Center  
213 Louisiana Street  
Sturgeon Bay, WI

**Friday, October 22, 1999**  
10:00 AM - 2:00 PM

## **MINUTES**

**The W-2 Contract and Implementation Committee is the single point of contact for feedback to the Department of Workforce Development on policy implementation related to W-2 agencies, and includes representation from the Wisconsin County Human Service Association (WCHSA), Urban Caucus counties, W-2 private agencies in Milwaukee County and the balance of state, and Tribal W-2 agencies.**

### **Committee**

**Attendees:** Jean Rogers, Chair; Phyllis Bermingham, Marathon Co. Employment and Training; Mary Ann Cook, Dane Co. Dept. of Human Services; Mona Garland (alternate), MAXIMUS; Tina Koehn, United Migrant Opportunity Services (UMOS); Jim Krivsky (alternate), Racine Co. Human Services Dept.; Jim Nitz (alternate), Kaiser Group; Shirley Ross, La Crosse Dept. of Human Services; Michael Van Dyke, Door Co. Dept. of Social Services; Judy Weseman, Kenosha Co. Division of Workforce Development

### **State Staff**

**Attendees:** Nancy Buckwalter, DES; Ginevra Ewers, BDS; Lynda Fischer-Worden, Training Section; Tim Hineline, BWSP; Beki Lockery, Training Section; Germaine Mayhew, DES Training Section; Cori McFarlane, Green Bay Regional Office; Amy Mendel-Clemens, BFS; Jude Morse, BDS; Sherwood Zink, DWD

**Absent:** Jon Angeli, Southwest Consortium; William Clay, Opportunities Industrialization Center of Greater Milwaukee (OIC-GM); Diane Hausinger, Fond du Lac Dept. of Social Services; William Martin, Employment Solutions; Barbara Metoxen, Oneida Nation; Julia Taylor, YW-Works

**Guests:** Joanne Ator, Door Co. Dept. of Social Services; Jane Bartha, Kaiser Group; Linda Braudenburg, Employment Solutions; Dick Buschmann, Milwaukee Co. Dept. of Human Services; Marcia Christianson, Forward Service Corporation; Tim Cowan, YW-Works; Tony Dziedzic, YW-Works; Liz Green, Rock Co. HSD; Connie Hendries, Manitowoc Co. Human Services Dept.; Sharon McCormick, Sheboygan Co. Dept. of Health and Human Services; Lisa Omen, Forward Service Corporation; Teresa Pierce, Western Wisconsin Private Industry Council (PIC); Marilyn Putz, Walworth County, Kaiser Group; Marge Reasley, MAXIMUS; John Schere, Opportunities Industrialization Center of Greater Milwaukee (OIC-GM)

**Recorder:** Shari Busse, W-2 Contract and Implementation Committee Coordinator

### **Welcome**

Jean Rogers opened the meeting by welcoming everyone to Door County and thanking Michael Van Dyke for making the arrangements.

### **September 1999 Minute Approval**

A motion was made by Jim Krivsky to approve the September 17, 1999 minutes and seconded by Michael Van Dyke. Motion carried.

### **Issue/Discussion: Y2K Update, Nancy Buckwalter, Data Systems**

Nancy Buckwalter distributed Administrator's Memo 99-20, Year 2000 Rollover Staffing. Income Maintenance (IM), Wisconsin Works (W-2), and Child Support (CS) agencies are required to ensure that ongoing services are provided as defined in their contracts. It is the intent of DWD to work together with our partners in meeting our mutual obligations to ensure quality and consistent customer service. To meet these obligations, the Department is requiring that all IM, W-2, and CS agencies assess the readiness of their facilities and information technology (IT) systems and report the findings to the Department's Rollover Management Center (RMC) in Madison and to their Area Administrator on January 2, 2000.

Attached to the Administrator's Memo are drafts of the checklists for facilities and IT systems and instructions for completing the checklists. The Department will send the final versions of both checklists in December with the agency's

name and location identification number pre-filled on the forms. IM, W-2, and CS agencies that are located in a Job Center will be expected to submit information to their local Job Center contact as well as faxing information to their Area Administrators. Agencies not located in a Job Center will fax information directly to the Department's RMC and to their Area Administrator.

If agencies prefer, much of the necessary assessment work can be done on January 1, 2000. All of the facilities checklist and a great deal of the IT checklist, such as the PC checkout, can be done on January 1, 2000. If the agency's IT staff is completing an assessment of these areas, it is acceptable to have them complete the checklists where they can. Some portions of the IT checklist cannot be completed until January 2, 2000 such as confirming access to CARES, KIDS and other DWD mainframe systems. Agencies should contact their Area Administrator or Nancy Buckwalter at (608) 266-7160 with any questions about the Administrator's Memo.

#### **Issue/Discussion: Committee Workplan, facilitated by Gerry Mayhew, DES Training Section**

Per the committee's request at the September meeting, Gerry Mayhew facilitated activities to have committee members identify approaches and procedures that are working well or not working well; identify the challenges and brainstorm ideas for improving the process. Lynda Fischer-Worden and Beki Lockery assisted with recording the brainstorming activities. The committee identified activities that are working and those that are not.

Activities that are working:

- Receiving background papers prior to the meeting
- Having a single point of contact in the committee to funnel suggestions to
- Valuable information sharing
- Overall discussions and communication are valuable tools
- Good representation from agencies around the State
- Recommendations are sometimes followed
- Felt dialogue influenced procedure and input had impact in earlier meetings

Activities that are not working:

- Issues formulated by Department with little committee input
- Little time allowed to really discuss issues
- Not communicating early enough to respond to issues or provide thoughtful responses
- Timing of program changes
- Issues come to committee after they are decided
- Input into policy and procedure - committee's role in producing procedure rather than just commenting on draft Operations Memos, etc.
- Lack of parameters for committee input
- Lost sense of partnership
- Issues are structured to meet demands of federal rules and regulations but committee is not a part of that process
- Involvement in planning process
- Constraints of contracting process resulted in agencies being taken by surprise by some things in the RFP; no effective way to work through issues prior to sealing up everything due to competitive process

Jean Rogers agreed that this year's process followed the procurement rules in Chapter 16 of the statutes more strictly than it did in the initial W-2 contract process, even though W-2 contracting has the option of being exempt from much of the Chapter 16 requirements. The Department could do better next time. She also clarified that not all issues are decided within the Division or even within the Department. Many issues receive input from DOA, the Legislative Fiscal Bureau, the Audit Bureau, etc. Whenever possible she includes the committee but there are times when she can not.

Discussion followed regarding the structure of the meeting agenda. Committee members indicated that many items on the agenda are interesting information issues rather than decision points. If an item is merely informational, it was suggested the information be shared prior to the meeting with time allowed for questions at the meeting rather than a full presentation. Committee members would like to devote a significant portion of the agenda to action issues. Suggestions were made to:

- Ensure committee members contribute items to the agenda
- Require an earlier deadline for background papers, if possible
- Identify items that require action
- Allow space on the agenda quarterly for future topic development
- Create a monthly policy issues summary including W-2 and related issues FS/MA (similar to the CARES report)
- Subdivide the agenda into three areas (strategic planning, ongoing processes and business outcomes)

Jean stated that she relies on the committee to touch base with their counterparts to provide input broader than the committee representative opinion. Members questioned the distribution of the minutes. Shari indicated that the approved minutes are distributed under cover letter from Jean Rogers to all W-2 agencies. The cover letter lists the committee members and encourages other agencies to contact members to raise issues at future meetings. Members stated that they did not feel they were officially representing others but that they do have a role to report issues back at WCHSA meetings, agency directors meetings, ES Supervisors meetings, etc. Jean requested she be included in the distribution of WCHSA meeting minutes. Overall, committee members agreed that their communication with others was adequate.

Committee members then brainstormed a list of potential agenda topics for future meetings to include 60-month time limits, performance standards, extensions of extensions, monitoring plan, program design and best practices, maximizing revenues, core menu of services, definition of W-2 services, distinguishing between case management services and other services available in the community, educating the media and the public regarding the nature of caseloads, representation of W-2 on Workforce Development Boards (WDB), and WAA funding. In relation to services available in the community, Jean Rogers indicated that W-2 was never meant to be first dollar. If services are available in the community, then individuals should be referred to access those services.

In order to implement the committee's suggestions, Gerry Mayhew asked each member to rank the agenda topics both in terms of importance and timeliness (time frame). The combined rankings indicate the following order:

<i>Importance</i>	<i>Timeliness</i>
Performance Standards	Performance Standards
Extensions of extended cases	WAA funding
WAA funding	Extensions of extended cases
Educate world	More with less
More with less	W-2/WDB/Job Centers
Maximize resources/revenue	60-month time limits
W-2/WDB/Job Centers	Core services
60-month time limits	Recommendations WDB
Core services	Maximize resources/revenue
Best practices	Monitoring plan
W-2 services	Best practices
Recommendations WDB	W-2 services
Refined services	Educate world
Monitoring plan	Refined services

Based on these ranking, anticipated meeting dates for the agenda items will be shared with committee members. It was agreed that meetings might need to be longer on occasion, depending on the items to be covered.

#### **Issue/Discussion: New Worker Re-engineering, Lynda Fischer-Worden and Beki Lockery, DES Training Section**

Lynda Fischer-Worden and Beki Lockery presented information to the committee on the long-range project "New Worker Re-engineering". This project is part of the DES Training Section's strategic plan to increase the efficiency and effectiveness of the training. As such, they are seeking the continuous improvement of the service delivery model, cost effectiveness, utilization of all resources and meeting diverse needs. The expected benefits of the reengineer are to expand the availability of the training program, provide the flexibility to meet specific needs and to increase choices.

The process is beginning with the project leads (Lynda & Beki) outreach effort from October through November 1999. Advisory group activities will take place from November 1999 through July 2000. The advisory group's role is to identify the knowledge, skills and abilities needed by new workers, and to assist in defining an effective service delivery model that meets those needs. The training program design team will meet from January through September 2000 to develop the program based upon the input from the advisory group. Implementation of the reengineered New Worker training is scheduled for September 2000.

Advisory group members are expected to show commitment to the complete reengineering process; complete all preparatory activities; attend and participate in all meetings and provide feedback throughout the process. The meetings are scheduled for December 14 & 15 in Oshkosh, January 18 & 19 in Madison, February 15 & 16 in Mosinee, April 11 & 12 in Oshkosh and July 18 & 19 in Mosinee. To become a member of the advisory group, or to provide input, please contact Lynda Fischer-Worden at 608-266-2016 or [fischly@dwd.state.wi.us](mailto:fischly@dwd.state.wi.us) or Beki Lockery at 920-465-7738 or [blockery@execpc.com](mailto:blockery@execpc.com).

#### **Issue/Discussion: Community Reinvestment Update & WAA Update, Ginevra Ewers, DES/BDS**

Ginevra Ewers explained a proposed slight modification being considered for the sequence of events for contracting. The modified process allows for flexibility in the timeframe for submitting Community Reinvestment (CR) proposals. Fifty

percent of CR funding will be available January 1, 2000. Projections for this 50% allocation were shared with the committee. Ginevra indicated that under this proposal contract amendments with these amounts would be issued to agencies within the next week and would include a contingency that a CR plan must be submitted and approved. Prior to January 1, 2000 CARS instructions for reporting expenditures will be distributed.

Michael Van Dyke asked when the State will have access to its 45% of Community Reinvestment dollars. Ginevra explained that the estimated amount of the State's 45% is already included in the 1999-2001 budget expenditures. A summary document of budget items will be sent to agencies as soon as it is completed. Jim Nitz asked if unspent Community Reinvestment dollars from this year carry over. An extension of the 1997-99 contract will be issued for those dollars and for the 2000-01 funding.

Workforce Attachment and Advancement (WAA) was used as an example for this proposed contracting process. W-2 agencies will receive Track 1 funding. The Department could provide contracts to the agencies contingent on the agency submitting a plan for approval and contingent on release of the funds by the Joint Committee on Finance. Agencies could not incur expenses until all contingencies were met. This process will not alter the ability of agencies to combine or redistribute funds between W-2 agencies and Workforce Development Boards (WDB) for WAA, if applicable.

Ginevra also distributed a tentative implementation timetable for the Workforce Attachment and Advancement (WAA) Program. She requested input from the committee on the timetable and planning guidelines. Committee members raised concerns over the WAA allocation determinations. Michael Van Dyke asked if discussions about joint planning were occurring at the State level. Different challenges and opportunities exist in different regions. The Department anticipates being able to proceed with W-2 allocations, regardless of the WDB track. WAA is a CARS reported expenditure for W-2 agencies. Teresa Pierce questioned what the vision is for these funds. Jean Rogers indicated that the State does not have one voice on this issue however, amicable local decisions and coordination on services are encouraged. Committee members requested clarification regarding WAA performance standards. Jean Rogers stated there are expectations attached to WAA and the committee requested to be allowed input on these expectations.

#### **Issue/Discussion: Time Limits Update, Mary Ann Cook, Dane Co. DHS**

Mary Ann Cook shared the minutes from the W-2 24-Month Extensions Workgroup meetings held October 6 and 12, 1999. The workgroup (Roger Kautz, Jane Jilk, Sandy Palmgren, Woody Zink, Amy Mendel-Clemens, Margaret McMahon, Linda Brandenburg, Joe Stafford, Sarah Blackwell, Jean Rogers, Mary Ann Cook) reviewed the extension process and the expectations of the process. Concurrent with the extension request review process, there is a monitoring process. In the field, there is a blurring of the lines between the extension process and the monitoring process. The Department is making all attempts to keep the monitoring process and the 24-month extension review process separate; however, in order to make best use of staff resources, cases reviewed for any reason including those reaching their 24<sup>th</sup> month extensions are also simultaneously reviewed for general case monitoring purposes. It was noted and the group agreed that concurrence decisions made by the Department regarding extensions are not made based on agency monitoring outcomes. Mary Ann referenced the workgroup's October 6<sup>th</sup> minutes, which reflect that failure to serve is not an issue when there is disagreement over the service plan. Jean Rogers indicated that failure to serve is included in the contracts to penalize an agency for refusing service or for a repeated pattern of failure to provide services to an individual. The intent is to provide assurances that agencies will not refuse service to increase profit or for other inappropriate reason.

Based on the workgroup's recommendations, an Operations Memo will be issued to provide agencies with background on why DWD needs specific information when processing extension requests; a 24-month Extension Request checklist that provides additional guidance in preparing extension requests; an updated form for subsequent extension requests; and procedures for processing extensions when a W-2 case is transferred between W-2 agencies. In addition, the notification letter informing the agency will indicate whether or not the Department concurs with the agency's decision. In any subsequent extension requests, agencies will be asked to explain how they addressed the barriers presented in the case including consideration of the recommended action steps included in the department's concurrence letter and/or locally developed alternatives.

Judy Weseman asked what the consequences are if a new agency discovers the transfer agency did not serve the participant. Jean Rogers indicated that failure to serve can not be ruled out; however, before a penalty is applied, negotiation and corrective action must take place. A question was raised regarding an individual who is granted an extension, becomes employed for a short time and reapplies during the extension period. The individual could be eligible under that extension through the date of the extension. Extensions are date certain and do expire on a certain date. Committee members also asked how to process new applications for those who have used their 24 months in a particular category. Members agreed to continue this discussion at another meeting.

#### **Issue/Discussion: Monthly Training/CARES Update, Gerry Mayhew, DES Training and Tim Hineline, DES/BWSP**

See New Worker Reengineering. No additional training update provided.

See attached CARES report. Tim Hineline reminded the committee of the software freeze between November 1, 1999 and early January 2000. Tim referred to several Operations Memos recently issued regarding information listed on the CARES report: 99-69 CARES Enhancements for Posting and Tracking of W-2 Employment Position Clock Extensions, 99-72 (Revised) Prorated CSJ Policy, 99-75 State Online Query (SOLQ), 99-76 Food Stamp/Medicaid/BadgerCare Mail-in Recertification, and 99-77 Food Stamp Categorical Eligibility Changes.

**Issue/Discussion: W-2 Monitoring for Next Contract, Kevin Huggins, DES/BFS**

Addendum 5 of the W-2 RFP creates the Department's monitoring review indicating that the Department will monitor W-2 agencies through on-site and desktop reviews of agency process and procedures, and the status of Performance Standards. CARES, CARS, case records, and other agency documentation will be used in these reviews. Kevin Huggins indicated that a workgroup has been established to determine how this will be completed. To gather input in this process, the workgroup is meeting with Regional offices, central office and W-2 agencies. W-2 Agency Focus Groups are scheduled for:

- November 1, 1999 in Madison – Dane County Job Center – Ballroom – 8:30 – 12:30
- November 11, 1999 in Mosinee – Mosinee Training Center – 10:00 – 3:00

Interested individuals should RSVP attendance to their Regional Office. Topics to be discussed include:

- Addendum Number 5
- Monitoring Committee
- Monitoring are we currently doing
- What was useful for your Agency? What wasn't?
- What would be useful for agencies as the result of monitoring?
- What would work?
- Other input

**Issue/Discussion: Other Issues**

*MA audit*

Jean Rogers notified the committee of an MA audit to be conducted in Dane County, Jefferson County and Milwaukee County (UMOS and OIC). Similar to the food stamp audits conducted particularly in Milwaukee, auditors will be evaluating front door issues, worker responsibility and policy issues.

*FSET Performance Standards*

Data being run regarding enrolled individuals versus referred/scheduled individuals.

*Monitoring Work Group*

Jean Rogers asked the committee if they would like to participate on the Monitoring Workgroup. She asked if those individuals who participated on the 24-Month Extension Workgroup would like to continue as a workgroup on the monitoring issue and they agreed to do so. Those individuals are: Mary Ann Cook (Dane Co. HSD), Tony Dziedzic (YW Works), George Leutermann (MAXIMUS), Linda Brandenburg (ESI), Michael Van Dyke (Door Co.), Jane Jilk, Margaret McMahon, Amy Mendel-Clemens and Woody Zink. She also indicated that if others were interested in participating, they should contact Mary Ann Cook. The workgroup could use additional balance of state representation.

*Head Start Evaluation*

A report entitled "Supportive Service Utilization among Head Start Parents in Wisconsin" will soon be issued by the UW-Milwaukee Extension. The report is based on a survey of Head Start parents and gives a negative impression of customer service by W-2 agencies. Jean Rogers encouraged agencies to develop relationships with their local Head Start agencies. The Department will notify the committee when the report is issued.

*Role as Advisory Group – Jim Nitz*

Jim Nitz asked if the committee's group consensus view would be carried forward for those discretionary items in the Division's control. Jean Rogers agreed that when the Division is in consensus with the committee, that view would be shared. If the committee and the Division are not in agreement, both views will be shared.

**NEXT MEETING DATE:**

**Friday, November 19, 1999**

10:00 a.m. – 2:00 p.m.

30 West Mifflin Street

DVA Building, 8<sup>th</sup> Fl. Board Room

Madison, WI 53707

608-266-1315

## RECENT AND UPCOMING CARES CHANGES OVERVIEW

Issued October 21,1999

**We will not be able to migrate any changed program code to production between November 1, 1999 and early January 2000. This is because of freeze initiated by the State because of Y2K. There are numerous program fixes being migrated in October that, although important, are not of sufficient significance to be itemized in the following chart.**

Major Initiatives: Completed or in Progress	DATE	BACKGROUND
<b>Major Fatafs</b>	9/24/99	The fix for fatafs which occur when there are a large number of unconfirmed rows on AGECE was moved to production on this date as were fixes for several other fatafs. The overall number of fatafs and abends which are occurring remains about 50 per week. The average daily transaction count is over a million transactions per day.
<b>Food Stamp EBT</b>	10/1/99	Rock County EBT pilot to began operation on 9/27/99. Daily and monthly benefits have been posted to client accounts and clients are using their cards to buy food. EBT rollout will continue in February 2000.
<b>Pro-Rated/Wage Paying CSJs</b>	10/15/99	The automation of pro-rated CSJs was be put into CARES on October 15, 1999.
<b>Expansion of FS Categorical Eligibility</b>	10/22/99	<p>Categorical Eligibility (CE) will be determined when at least one member of the FS group is identified as receiving TANF benefits on ANBC or all individuals are receiving SSI,GR,AFDC, W2 (including TJBs) or some combination of these. Anyone receiving Kinship Care benefits (also indicated on ANBC) will be treated as CE although the remainder of the group may not be CE. In a CE group, all assets are ignored and the group cannot be failed for income. However, their allotment may be 0. Mixed CE groups consist of some members who are receiving KC,GR,AFDC,W2, or SSI and some who are not receiving any of the above. In these cases, only assets of the non-CE and GR individuals are counted and the mixed CE group can fail for income or assets.</p> <p>Federal FS requirements now state that TANF funded programs, as designated by the state, will make a FS group categorically eligible for FS. This will require an individual Y/N indicator similar to the indicators that exist on ANBR for SSI, Foster Care, etc. This new switch will be set to "Y" for any individual in the FS group that receives certain TANF services not tracked in CARES. When the switch is flipped to "Y", the entire FS group will be made categorically eligible.</p>
<b>FS – Trigger for students turning 18 &amp; partial W-2 payment.</b>	10/22/99	A student with earned income will be selected at ACT in the month they turn 18 to be run through eligibility for the following month so that their income will be counted in the FS calculation. In addition, whenever a partial W-2 payment is budgeted as unearned income for FS in the recurring month and the FS AG is open ended, a trigger will be set by caseload management so eligibility will be re-determined at adverse action.
<b>FS Manual Issuance</b>	10/22/99	A new reason code will be added to BIFS to record manual FS issuance in the event CARES cannot issue initial FS benefits because of a Y2K problem.
<b>Automation of Trial Job Income</b>	10/22/99	A new field has been added in AFEI to capture the Employer Wage Subsidy Amount. The Employer Wage Subsidy Amount is limited to a maximum of \$300. This amount will not be used in income calculations for W-2 and CC. A new employment type code (T) has been added in the EMPLOYMENT TYPE reference table. Wages from TJB income, when entered as employment type "T" for Trial Job Income on AFEI, will be completely disregarded for W-2 and

		CC. For all flavors of Medical Assistance, the wages due to TJB income will be budgeted like any other kind of earnings. For Food Stamps, the Employer Wage Subsidy (EWS) will be accumulated as Unearned Income. The EWS will be subtracted from the Trial Job Wages (which will be entered on AFEI as Monthly Amount) and this remaining amount will be accumulated as earned income on which the 20% Earned Income Deduction will be given.
<b>Discontinue "No Change" Notices for MA &amp; FS</b>	10/22/99	A client notice will no longer be generated when changes are made to a case that do not result in Medicaid or Food Stamp eligibility changes, and do not result in changes in benefit levels for the Food Stamp Program. No change notice will ALWAYS be suppressed EXCEPT when confirmation occurs at the end of Review.
<b>Client Registration – Clearance</b>	10/22	A method to resolve some duplicate PINs will be implemented on this date. It will be a State function. Duplicate PINs should be reported to the call center in the usual manner. We are researching the various causes of duplicate PINs and exploring solutions to reduce their occurrence.
<b>SSA State On-Line Query (SOLQ)</b>	10/22	The necessary query screen and audit trail has been programmed in CARES. The query will be limited initially to state and county staff. SSA is not allowing private employee access at this time. As data sharing agreements are returned by the county, we will take the necessary steps to grant access to the authorized individuals.
<b>Clocks</b>	10/22/99	All 24 month clock changes and fixes have been implemented. Work will begin on a Federal clock in early spring and the 60 months clocks expiration logic will be implemented at the end of 2000.
<b>COLA Mass Change</b>	12/4/99	Changes to the COLA Mass Change will include the updating of Community spouse /dependent SSA/SSI information, and updating the SSI amount received after any reduction for recoupment.
<b>Y2K</b>	Ongoing	Additional Y 2K testing is being conducted through October. To date, only minor problems have been found, and fixed. An end-to-end test of the Y2K rollover plan and contingency scenarios was held Oct. 13-15. Results of that test have not yet been reported.
<b>Community Reinvestment</b>	On-Hold	DES conducted a preliminary review of options. Once federal reporting requirements are determined, Deloitte Consulting will be asked for an estimate to implement in CARES.
<b>Major initiatives: In Planning/Development</b>		
<b>Participation Standards</b>	1/00	A work Group has been meeting to identify the elements to be used in determining and tracking the progress toward meeting the standard. They also are designing the reports to be used.
<b>Simulation for Benefit Recovery</b>	On Hold	Now that BVCC has been implemented, we will be resuming this activity. Other Benefit Recovery enhancements have been recommended by the User Group and are presently being researched.
<b>Quarterly reporting for Food Stamps.</b>	No date set	As a Food Stamp error reduction initiative, we are exploring replacing 3-month reviews with quarterly reporting for Food Stamps. A face to face review would be required every 12 months. Other error reduction strategies are also being considered.
<b>Client Notice Redesign</b>	No date set	JADs are expected to resume in December and continue for some time. The main thrust will be a major redesign using the best technology available. Incremental fixes that are identified will be done if they are consistent with the long-range goals and they have a major impact on the notice/letters usability.
<b>Budget Bill Initiatives</b>	No Date Set	The 2000-2001 budget bill presents many possible changes to the CARES system, ranging from minor adjustments to major initiatives. Final details will not be known until the Bill is signed.